

Statement of Work
Evaluation of USAID/Jordan's Strategic Objective 2:
Improved Water Resources Management

Background and Program Description

In 1993, USAID/Jordan developed the Water Quality Improvement and Conservation (WQIC) Project. This \$25 million five-year project focused on the Zarqa River Basin and included comprehensive technical assistance designed to help the Ministry of Water and Irrigation (MWI) develop sound water management policies. After USAID program re-engineering in 1997, this project formed the basis for Strategic Objective SO2: "Improved Water Resources Management."

From 1993 until 1997, most of the water sector activities were carried out under the WQIC, with some funds used to improve the As-Samra wastewater treatment plant and help start construction of a new wastewater treatment plant in Wadi Mousa. In 1997, total USAID funding levels to Jordan increased tremendously, from \$7.1 million the previous year, to \$126 million. As a result, the funding level for the water sector increased in that year to \$63.5 million. Given the swift increase in funding levels, the SO2 strategy moved from funding feasibility studies to funding design and construction of water and wastewater infrastructure projects.

In 1998, the Mission produced a Strategic Plan that summarized what the USAID program hoped to accomplish in Jordan over a 5-year period. This document was the basis for the Mission's SO2 - Improved Water Resources Management. The SO2 strategy focused on three major Intermediate Results:

- IR1 - Stronger Water Sector Institutions;
- IR2 - Increased Efficiency in Use of Water Resources;
- IR3 - Improved Quality of Wastewater.

The Mission strategy was reviewed in May FY2000, with the conclusion that although USAID had made significant progress in achieving targets towards the three strategic goals, Jordan's problems in these three areas remained among the most serious problems facing Jordan. At that time the SO2 strategy was extended through December 2004, with the exception of the As-Samra Build-Operate-Transfer (BOT) project which extended through 2006. However, as a result of its Annual Performance Report review in 2002, USAID/Jordan is requested to submit a new-5-year strategy in FY 2003.

In 2001, USAID contracted DAI to perform an assessment of the water sector in Jordan and assist SO2 to develop a long-term assistance strategy for support to Jordan in the water sector. The project provided a document evaluating the water sector and providing recommendations for future support.

This evaluation process will be overseen by the USAID/Jordan Office of Program Management (OPM). A summary paper outlining each of the water projects that have been implemented since the SO2 started is attached. There is no mention of environment even though the "E" in WRE stands for environment.

Statement of Work

The contractor selected to complete the evaluation of SO2 and the environment in which it works will:

1. Complete a general evaluation of the water sector and present options for the direction of SO2 to be able to answer the following questions:
 - Is the current SO2 still needed?
 - What are the greatest challenges facing this sector in the next five years?
 - Is there a need to alter the general focus of the SO for the period 2004-2009? If, yes, how?
 - Are there gaps in this sector in Jordan that need to be considered in the next strategy period?
 - Is there a need to expand or narrow the focus of the SO? Why?
 - Are all the recommendations provided by the DAI study for future support to the water sector in Jordan appropriate? Is there a more appropriate mix?
 - What is a possible USAID follow-on water sector assistance strategy (plan) under different funding scenarios?
2. Complete a general evaluation of the 1997-2002 activities under SO2 to be able to answer the following questions:
 - Is each activity contributing significantly to the objective?
 - Is each activity reaching its targeted population?
 - Are all the needed areas covered by the activities?
 - Is there a need for a different mix of activities that will contribute more to the objective?
 - Does the approach used for each project/activity present

the best available alternative to address the given problem in the Section?

3. Complete a general evaluation of the environment in which SO2 operates to be able to answer the following questions:
 - Are there gaps in overall assistance to this sector? If so, what are they? What more or different could USAID be doing in this area?
 - What is the appropriate balance for USAID programming in institutional and technical support versus infrastructure support?
 - Should support be focused by geographical areas or spread throughout Jordan? (i.e. should SO2 focus on certain cities/villages and complete everything needed for water and wastewater in those places?

Methods

The methods to be used by the contractor in completing this evaluation will include, but not be limited to: interviews, documentation, site visits, stakeholder meetings, etc. the contractor is expected to consider the needs of and impact on all segments of Jordanian society in completing this evaluation. Therefore, it is expected that the contractor will interview and review the documents of:

USAID/Jordan
SO2 Team
USAID's Implementing Partners
USAID's Local Partners
Ministry of Water and Irrigation Officials
Water Authority of Jordan Officials
Jordan Valley Authority Officials
Ministry of Planning Officials
Non Governmental Organizations
Other International donors
Members of the Jordanian Population
Others to be determined during the evaluation

Composition of the Evaluation Team

It is expected that the evaluation team will consist of the following people with MA, Ph.D, or equivalent degrees and experience:

1. Team Leader: expert with at least 10 years of strong and substantial experience in water resources management,

- planning and implementation, particularly in developing and water scarce countries. The person must have experience working with USAID and/or another international donor programs. This person will serve as the chief report drafter.
2. Engineer with at least ten years of experience in construction of water and wastewater systems.
 3. Strategic planner with at least ten years of experience in the water sector in water scarce countries.
 4. Water demand management specialist. Expert must have at least ten years of experience evaluating water demand management/loss reduction programs and/or designing effective water demand management/loss reduction programs.
 5. Supply management specialist. Expert must have at least ten years of experience conducting water master planning and evaluating water supply options for appropriateness and feasibility.
 6. USAID Washington staff member.

Deliverables

The contractor is expected to submit:

1. A comprehensive Draft report that does not exceed 100 pages plus annexes, containing the team's findings, suggestions and recommendations covering all the items indicated in the Statement of Work section above prior to leaving Jordan. USAID/Jordan will provide the team with their feedback on the draft report within 15 days.
2. 15 days after the submission of USAID comments to the team, the final report must be submitted.

Timing

The contractor will be given three working days in the U.S. to review background material. The contractor, during this period, must review the water & wastewater policies, and other documents as determined by USAID/Jordan and given to the contractor at the start of this period. The contractor will be expected to arrive in Jordan no later than October 20, 2002 and to spend 30 days in the Kingdom completing the evaluation. A six-day workweek is authorized with prior Mission concurrence. Weekly progress meetings will be held with USAID OPM and other staff. Prior to leaving the country a draft version of the evaluation and its findings must be given to the Mission CTO for this contract. The Mission will review this draft and return comments to the contract team within 15 calendar days. The contractor is then expected to submit the

final report and all findings, survey results, interview notes and other background documentation to the Mission CTO within 15 calendar days. The total time for completion of this evaluation is 53 working weeks. Final deadline for submission of the final evaluation and supporting document is COB Monday, December 20, 2002, Jordan time (9:30 am Washington, DC time).

Drafted:WRE:Stutundjian:ST (July 29, 2002) Ext. 2708
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